

Building Homes Building Communities



Silverton

Mutual Self Help
Homeownership Program



Partnering Workbook

Partnering Session Agenda

12:30 PM - Registration

12:35 PM - Welcome

- Agenda

- Value of Notebook

- What Is Partnering

12:45 PM - Group Discussion On:

- Who we are

- Roles

- Goals

- Concerns

1:15 PM - Meet your Neighbors/Partners

1:45 PM - Break

1:55 PM - Team Building Principles

- Highly Effective Partnerships

- Partnership Breakdown

- Assumptions

- Accountability

- Communication

- Broken Squares

3:10 PM - Break

3:20 PM - Issue/Dispute Resolution

3:50 PM - Homebuilding Process – Review the homeowners concern list, answer questions concerning construction process, schedule, etc., testimony from new homeowners

4:30 PM - Break

4:35 PM - Formalizing the Partnership

- Partnering Charter

4:55 PM - The Promise - Public Declaration / Commitment

5:15 PM - Thunderstorm poem, presentation

5:25 PM – Close, Pictures, Evaluations

- 1 What is Partnering?**
- 2 Getting Acquainted**
- 3 Team Building Principles**
- 4 Issue/Dispute Resolution**
- 5 Home-building Process**
- 6 Formalizing the Partnership**
- 7 The Promise/Public Declaration**
- 8 Presentation of Certificate**
- 9 Notes**

WHY PARTNERING?

- ◇ **Establishment of effective lines of communication.**
- ◇ **Establishment of trust between the individuals on the project.**
- ◇ **Personal acquaintance of the key individuals on the project.**
- ◇ **Addressing issues up front that may lead to disagreements, disputes, claims and litigation if they are left unaddressed.**
- ◇ **Establishment of a process for resolution of disagreements.**
- ◇ **Commitment by all major project participants to a charter establishing each individual's intent to work in good faith within the content of the partnering approach.**

History of Partnering and it's use in Colorado's Mutual Self Help Program



Partnering was a management concept that was developed by the construction industry throughout the United States over the last 10 – 15 years. Many organizations fed up with the conflict orientation of the industry are now turning to this innovative approach to the construction process.

Referred to as a return to the “old way” of doing business - of putting the “handshake” back into the process, partnering promises to dramatically change the course of how people do business now and into the next century. It embraces the concept of honor, integrity and working together in ways which allow more to be accomplished by two or more individuals working together than each person or group of people working separately in order to complete difficult and challenging projects.

In Colorado we were experiencing similar problems with conflict orientation between Rural Development and the sponsors in the early 1990s. Families were also having trouble with our sponsors, as well as our field offices. Colorado decided to do an assessment of a particularly troubled project and decided to pursue the partnering concept. In 1994, we began the Partnering Process by first using consultants and then making this management concept integral to our own staff's expertise.

Colorado has developed a Partnering Process that emphasizes four cornerstones: **Communication, Teamwork, Conflict Resolution, and Commitment** between all the parties involved. Those parties are Rural Development (the State Director, the Single Family Housing Director, the Mutual Self Help Coordinator, and field office staff), the Sponsor, families, and our Technical Assistance Consultant (RCAC). These Partnering cornerstones have been critical in making Mutual Self Help a showcase in our State.

We invite you to get actively involved as we explore each one of these cornerstones today, and throughout the construction process. We believe you will find that the Partnering Process teaches us how to work together towards achieving common goals.

Meet Your Neighbors

Who we are?

- * Names**
- * Occupations**
- * Interests**

Roles

- * What do we see as our part or contribution to the home-building process?**

Goals

- * What are the goals we want to accomplish?**

Concerns

- * What concerns do we have?**

THE STAKEHOLDERS

“THE PARTNERS OF THE _____ MUTUAL SELF-HELP HOMEOWNERSHIP PROGRAM”

⇒HOMEOWNERS

- * Home-builders**
- * Skill Learners**
- * Community Builders**
- * Neighbors**

⇒SPONSOR

- * Provide Technical Assistance**
- * Financial Advisors**
- * Construction Supervision**
- * Counselors**

⇒USDA/RURAL DEVELOPMENT

- * Underwrites, approves, closes and services loans**
- * Inspects sites and homes under construction**
- * Credit counselor**
- * Partner with the Mutual Self Help Sponsor**

⇒ RURAL COMMUNITY ASSISTANCE CORPORATION

- * Provides technical assistance to RD and Mutual Self-Help Sponsor**

TEAM BUILDING PRINCIPLES

“People live up to the level they are trusted and down to the level they are distrusted.”

Unknown Author

“Sharing responsibility does not mean abandoning responsibility.”

Empowerment, Scott & Jaffe

“We all see the world, not as it is, but as we are.”

Steven Covey

FRAMEWORK FOR EXTRAORDINARY PARTNERING

FROM:

- Assumptions
- Opposing
- Win-Lose
- Self
- Talking to make a point and being right
- Trying

TO:

- Facts
- Working Together
- Win-Win
- Team
- Speaking up to help make things work better
- Committing

PARTNERSHIPS IN A MUTUAL SELF HELP PROGRAM

The times I have experienced full partnership with other people were:

The way I would describe or characterize those interactions are:

HIGHLY EFFECTIVE PARTNERSHIPS

PARTNERSHIP BREAKDOWN

PLAYING FOR THE TEAM IN SELF-HELP

*Utilizing everything you have
and going as far as you
possibly can with it.*

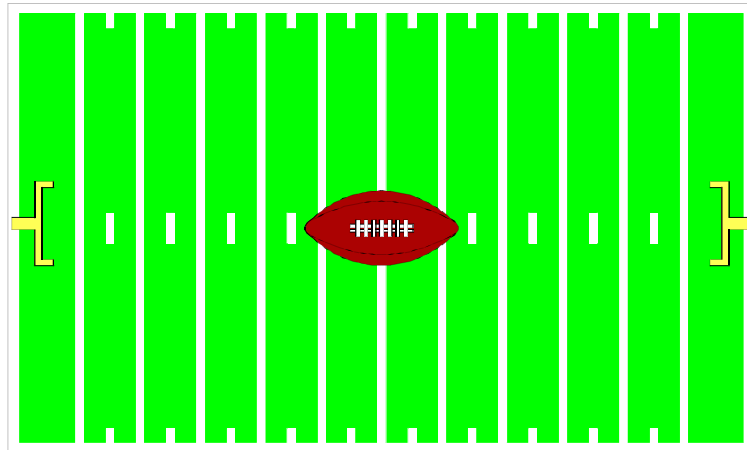
- how can we all get done on time
- who can I help

PLAYING FOR MYSELF IN SELF-HELP

*Avoiding risk and discomfort.
Much energy is spent on covering
and protecting one's territory.
Emphasis is on how not to fail
instead of how to win.*

- get my house done first
- who is going to work on my house

CONTRIBUTIONS TO THE GAME



A thought which does not result in an action is nothing much, and an action which does not proceed from thought is nothing at all.

George Bernanos

TEAMS

Answer the following true/false questions.

	<u>T</u>	<u>F</u>
1. Team leaders emphasize each member's involvement and expect that person to take responsibility for his/her contributions.	_____	_____
2. People are more productive when they feel a sense of ownership of the task or of the organization.	_____	_____
3. Construction supervisor's teach skills for homebuilders and coach them to apply what has been learned.	_____	_____
4. Teams are more concerned with getting positive results than they are with "turf" considerations.	_____	_____
5. Trust is a minor factor in most team situations.	_____	_____
6. Competition and conflict in a team is healthy if it is properly controlled and quickly resolved.	_____	_____
7. Open communication in a team will promote understanding, a recognition of individual differences and encourage mutual support.	_____	_____
8. Teams participate in decision making but recognize their construction supervisor must act on his or her own if a consensus cannot be reached or there is a crisis.	_____	_____
9. Successful teams have little need for recognition, acknowledgment or praise.	_____	_____

ASSUMPTIONS

Please read the following stories and decide if the statements made about the stories are true (T), or false (F) or an assumption (?). Circle your answer in the margin.

Story 1

You are late one evening and see that the lights are on in your living room. There is only one car parked in front of your house and the words “Harold R. Jones, MD” are spelled in small gold letters across one of the car’s doors.

- | | | | |
|--|---|---|---|
| 1. The car parked in front of your house has lettering on one of it’s doors. | T | F | ? |
| 2. Someone in your family is sick. | T | F | ? |
| 3. No car is parked in front of your house. | T | F | ? |
| 4. The car parked in front of your house belongs to a man named Jones. | T | F | ? |

Story 2

A businessman has just turned off the lights in the store when a man appeared and demanded money. The owner opened the cash register. The contents of the cash register were scooped up and the man dashed away. A member of the police force was promptly notified.

- | | | | |
|---|---|---|---|
| 1. A man appeared after the owner had turned off the lights in the store. | T | F | ? |
| 2. The robber was a man. | T | F | ? |
| 3. The man did not demand money. | T | F | ? |
| 4. The man who owned the store opened the cash register. | T | F | ? |
| 5. Someone opened the cash register. | T | F | ? |
| 6. While the cash register contained money, the story doesn’t say how much. | T | F | ? |

SITUATIONS WHICH MAY OCCUR DURING YOUR HOME-BUILDING PROCESS

- | | | | |
|---|----------|----------|----------|
| 1. The plumbers were working on the house. The tub has a hole in it.
The plumbers broke the tub. | T | F | ? |
| 2. My house was the first one started. It will be the first one finished. | T | F | ? |
| 3. The Construction Supervisor will always be on site when the families
?
are present. | | T | F |
| 4. I can contact the sub-contractor to make changes to my home. (i.e.
additional outlets, speaker wire, additional lighting, outlets moved to
accommodate my TV Shelf). | T | F | ? |
| 5. The bills for materials and work are reviewed by the Construction
Supervisor, the bookkeeper and the RD staff, before I sign, therefore, I
don't have to check them to make sure they are right. | T | F | ? |
| 6. My volunteers must be willing to work on all homes, however, their hours
will be credited to me. | T | F | ? |
| 7. I'll be working only on <u>my</u> house when I'm on the site. | T | F | ? |
| 8. If I don't put in my hours, the rest of the families will finish the house. | T | F | ? |
| 9. I have to put in at least 50% of the required hours each week. I can not
use all volunteer hours. | T | F | ? |
| 10. Two Homeowners put up siding on one house; so they will be putting up
the siding on all the houses. | T | F | ? |
| 11. I can't see anyone on site so I will go home. No one must be working today. | T | F | ? |
| 12. Our group will always be working on the homes at the same time. | T | F | ? |
| 13. I can move my stuff into my garage before my home is finished. | T | F | ? |
| 14. The Construction Supervisor inspects all the delivered materials for damage, T
therefore, I don't have to. | | F | ? |
| 15. No one can move into the homes until the entire group is finished on
their homes. | T | F | ? |
| 16. If I don't get it done, the construction supervisor will finish it for me. | T | F | ? |
| 17. I can stay in the program no matter what I do, since I took out the loan. | T | F | ? |

ACCOUNTABILITY IS A CHOICE

Accountability

The willingness to be in ownership of all your experiences, which also include the ones you do not like.

Accountable Language:

I will

Unaccountable

A perspective where someone perceives others or circumstances as limiting them.

Unaccountable Language:

I'll try

ACCOUNTABILITY

Accountability is taking responsibility before the fact, rather than after the fact.

It is taking a stand, and standing by it.

When those who are accountable are right, they take the credit. When they're wrong, they take the heat.

It's a fair exchange.

Accountability is a way of working.

Those who practice it have an unspoken respect for each other.

And a visible disdain for the absentminded apologizers, mumbling excuse-makers, and trembling fence-sitters who run from integrity as if it were the plague.

McCann/Erickson, 1987

COMMUNICATION

How do we communicate?

_____ %

Body Language



_____ %

Voice Tones



_____ %

Words



100%

Source: Extraordinary Customer Service from Rural Development Training.

THE IMPACT OF COMMUNICATION

Verbal

- Listening**
- Communication Exercise**

Non-Verbal

VERBAL LANGUAGE

WORDS/VOICE TONES

How do you emphasize or distinguish meaning?

WHAT WORKS

WHAT DOESN'T WORK

--	--

LISTENING

Listening is a rare happening among human beings. You can not listen to the word another is speaking if you are preoccupied with your appearance or with impressing the other, or are trying to decide what you are going to say when the other stops talking, or are debating about whether what is being said is true or relevant or agreeable. Such matters have their place, but only after listening to the word as the word is being uttered.

Listening is a primitive art of love in which a person gives him or herself to another's word, making him or herself accessible and vulnerable to that word.

William Stringfellow
On Listening

Ask yourself:

- * How do I listen?**
- * What do I listen for?**

COMMUNICATION EXERCISE

I think this program is exciting.

What are the different meanings of this sentence when you change the emphasis that is placed on each of the different words?

I think this program is exciting.

I **think** this program is exciting.

I think **this** program is exciting.

I think this program **is** exciting.

I think this program is **exciting**.

**How we say something is just as important
as what we say.**

NON VERBAL LANGUAGE

BODY LANGUAGE

What signs, symbols, or gestures are you demonstrating?

WHAT WORKS

WHAT DOESN'T WORK

--	--

ATTITUDE

“The longer I live, the more I realize the impact of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company ... a church ... a home. The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past ... we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude ... I am convinced that life is 10% what happens to me and 90% how I react to it. And so it is with you ... we are in charge of our attitudes.”

by Charles Swindoll

Broken Squares

“SKILLS IN COOPERATION”

Ground Rules:

- **NO TALKING**
- **NO BODY LANGUAGE**
- **NO POINTING, WINKING**
- **CAN GIVE, NOT TAKE**
- **ALL SQUARES MUST BE THE SAME SIZE**

WHAT DID EVERYONE LEARN?

When we work together, we can build our homes and our community together.

STRUGGLE

A man found a cocoon of the emperor moth and took it home to watch it emerge. One day a small opening appeared, and for several hours the moth struggled but couldn't seem to force its body past a certain point.

Deciding something was wrong, the man took scissors and snipped the remaining bit of cocoon. The moth emerged easily, its body large and swollen, the wings small and shriveled.

He expected that in a few hours the wings would spread out in their natural beauty, but they did not, instead of developing into a creature free to fly, the moth spent its life dragging around a swollen body and shriveled wings.

The constricting cocoon and the struggle necessary to pass through the tiny opening are God's way of forcing fluid from the body into the wings. The "merciful" snip was, in reality, cruel.

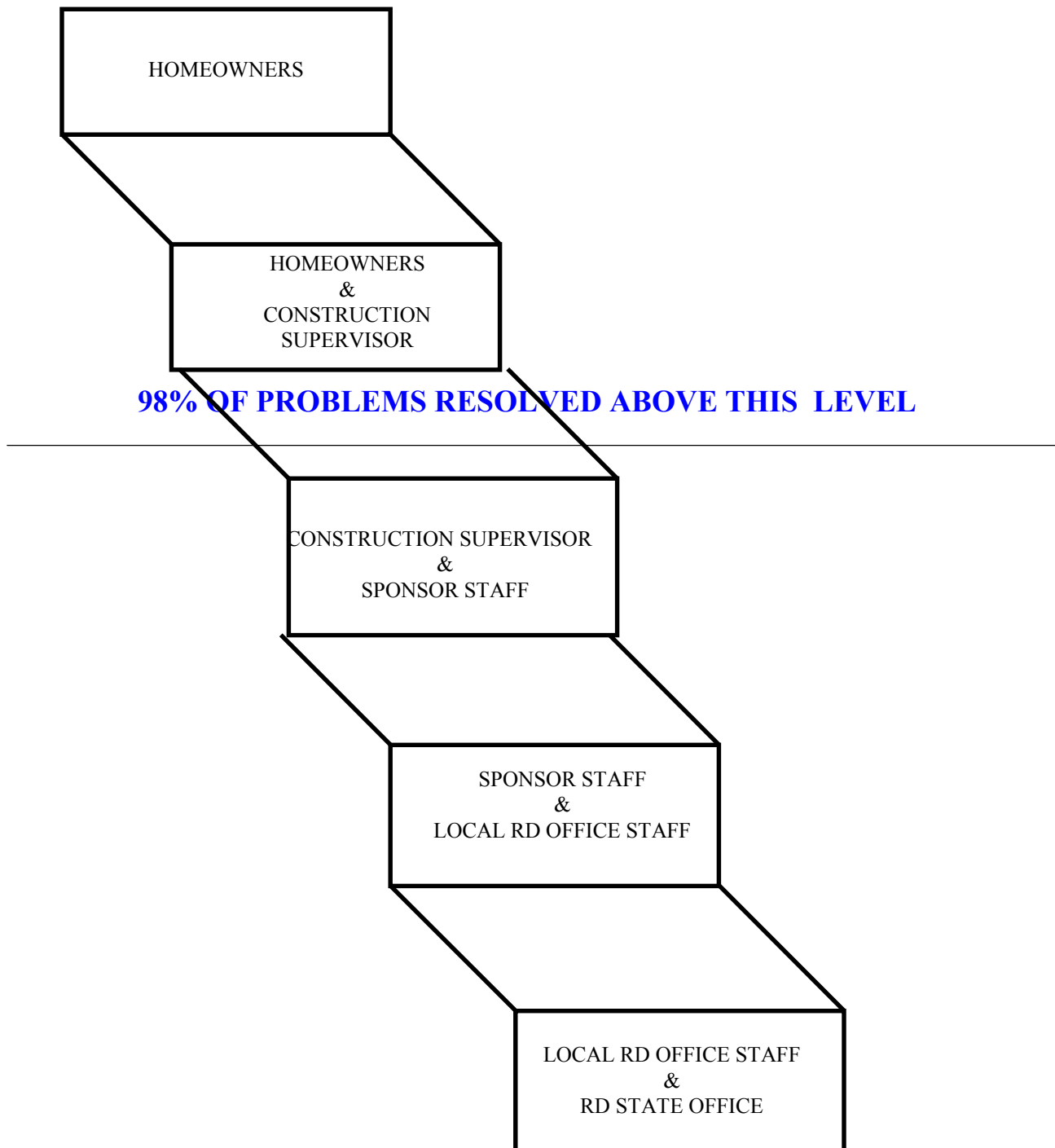
Sometimes the struggle is exactly what we need.

ISSUE/DISPUTE RESOLUTION PROCESS

“All of the stakeholders in Mutual Self-Help should recognize that honest differences will arise during construction, and that this issue dispute resolution process will provide a satisfying way to address these differences without destroying the partnership.”

**Donald E. Pierce
Director, Single Family Housing
USDA/Rural Development**

ISSUE\DISPUTE RESOLUTION PROCESS



HOW TO HAVE DIFFICULT CONVERSATIONS & CREATE WIN-WIN SOLUTIONS!

Stay focused on the problem. NOT the person.

Own your part of the conflict. Do not blame the other person.

Clearly state what you want/need from the other person.

Ask what the other person wants/needs from you.

Seek options. Put away your first choice if necessary and look for new ideas. Brainstorm, writing down all ideas.

Ask clarifying questions. Try to really hear the other's point of view, not "sell" yours.

Evaluate all options with a plus or minus. Discuss only those options you both agree would be acceptable.

Choose an option and put a new agreement in place. ACT as though you trust the other person.

Set a date to check with the other person to see if the agreed upon solution is working.

Used with permission of: The Conflict Center, 4140 Tejon Street, Denver, CO 80211, (303) 43304983, (303) 433-6166 FAX, email: conflictct@aol.com

Using “I” Messages

This is a good technique for defusing anger. By expressing your concerns in terms of how they affect you

I feel . . .

Explain how it makes you feel.

When . . .

Describe what offending behavior makes you feel this way.

when offending behavior makes you feel this way

where offending behavior makes you feel this way

Because . . .

Explain why the offending behavior makes you feel this way.

By using the following steps, you invite the other party to help you problem solve:

1. Ask the person for their time.

Ex. “Do you have a few minutes so that we can talk? Thanks, I appreciate that.”

2. Describe the offending behavior to them.

Ex. “You seem to be arriving often at the job site late.”

3. Tell them how it makes you feel.

Ex. “When you are late to the job site it makes me feel that you aren’t concerned about the rest of us and it makes me angry.”

4. Ask for a change and brainstorm ideas. (SOLUTION)

Ex. “I think it would be better for all of us if you were to arrive at the agreed upon time. Is there anything I can do to help you make it here on time? What changes could you make in your schedule to make that happen?”

THE HOME-BUILDING PROCESS

➤ Safety

- Be careful on site and be aware of others
- Keep the site clean
- Proper use of tools
- Wear proper clothing

➤ Address homeowner concerns

- Childcare

➤ Work hours, scheduling, and tracking hours worked

- Volunteers
- Family members, ages

➤ Protect and return unused materials for credit

➤ Bill paying process

- Inspect all materials for damage
- Review bills for accuracy
- Schedule time with Sponsor to sign checks
- Don't sign checks without agreement for purchase

➤ No changes to plans and specs

- Not custom homes

➤ Choices we have to individualize

- | | |
|------------------|----------------|
| - Floor plan | - Paint colors |
| - Floor covering | - Cabinets |
| - Light fixtures | - Siding |
| - Landscaping | |

➤ **Role of the Construction Supervisor**

- Teacher
- Counselor
- Problem solver
- Mentor
- Scheduler
- Advisor to contain costs

➤ **Subcontractors/Suppliers**

- Construction supervisor deals with subcontractors, not the homeowners
- Family labor must be accomplished timely so subcontractors are not delayed, this costs you money

➤ **Contingency Fund**

- When and how many dollars can be used to pay towards loan extras, such as decks, storage sheds, etc.
- What if we are over budget?

➤ **Non-Performance of Mutual Self Help Contract**

- Loss of contingency money, flexibility
- Asked to leave the program
- Foreclosure on loan and sell to someone else

➤ **Moving In**

- All families move in together, NO exceptions.

➤ **Rural Development's role in the homebuilding process**

- Review budgets
- Co-sign checks
- Inspections
- Dispute resolution
- Loan issues, other than construction

➤ **Testimonies of previous Mutual Self- Help Homeowners**

***27 PHASES OF CONSTRUCTION**

1. EXCAVATION
2. FOOTER AND STEMWALL
3. FLOOR SLAB OR FRAMING
4. SUBFLOORING
5. WALL FRAMING SHEATHING
6. ROOF AND CEILING FRAMING, SHEATHING
7. ROOFING
8. SIDING, EXTERIOR TRIM, PORCHES
9. WINDOWS AND EXTERIOR DOORS
10. PLUMBING ROUGH-IN
11. SEWAGE DISPOSAL
12. HEATING ROUGH-IN
13. ELECTRICAL ROUGH-IN
14. INSULATION, WALLS, CRAWL SPACE, ATTIC
15. DRY WALL
16. BASEMENT OR PORCH FLOOR, STEPS
17. HEATING - FINISHED
18. FLOOR COVERING
19. INTERIOR CARPENTRY, TRIM, DOORS
20. CABINETS AND COUNTERTOPS
21. INTERIOR PAINTING
22. EXTERIOR PAINTING
23. PLUMBING COMPLETE FIXTURES ETC.
24. ELECTRICAL COMPLETE FIXTURES
25. FINISH HARDWARE
26. GUTTERS AND DOWNSPOUTS
27. GRADING, PAVING, LANDSCAPING

** See sponsor handout for specific family labor participation.*

FORMALIZING THE PARTNERSHIP

PARTNERING CHARTER

The creation of a charter is a fundamental element of partnering. The charter is nothing more than a mission statement, a common future, a collaborative formation of mutual goals and objectives created by all stakeholders in a project.

The charter includes a commitment statement for the team to cooperate in all matters affecting the project. This statement is supported by a series of measurable milestones for success that address communication, conflict resolution, performance and results. In essence, the partnering charter outlines the process the team will follow to accomplish building their homes.

The charter's power stems from the fact that all the stakeholders have signed it as a demonstration of their commitment to the common goals of the partnering team and that they have **GIVEN THEIR WORD** that they are committed to those goals.

PARTNERING CHARTER

We the partners of the _____ Mutual Self
Help Housing Program commit to:

*
*
*
*
*
*
*
*
*
*
*
*
*
*
*
*
*
*

COMMITMENTS AND DECLARATIONS ARE PROMISES THAT

- 1. You intend to keep**
 - 2. Are publicly presented**
 - 3. Can be stated in specifics (who, what, where, when, how)**
-

What I Learned Today

What I Appreciate About My New Neighbors

I Commit To

COMMITMENT

“Commitment is what transforms a promise into reality. It is the words that speak boldly of your intention and the actions which speak louder than the words. It is making time when there is none. Commitment is the stuff character is made of. The power to change the face of things. It is the daily triumph of integrity over skepticism. Coming through time after time. Year after year after year. Home after home.”

WE ARE A THUNDERSTORM

**INDIVIDUALLY,
WE ARE SINGLE DROPS OF RAIN
FALLING SILENTLY INTO THE DUST
OFFERING SCANT PROMISE
OF MOISTURE TO THE THIRSTY LAND**

**BUT TOGETHER,
WE CAN NOURISH THE EARTH
AND REVIVE ITS HOPE AND DREAMS**

**TOGETHER
WE ARE A THUNDERSTORM**

Amity Gaige
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From the published book, We
Are a Thunderstorm

Presented to: _____
For participation in the Mutual Self-Help Partnering Session

Mutual Self-Help Sponsor

Rural Development

Rural Community Assistance Corporation

Date

NOTES

